

Intro: Hello and welcome to the CPA Australia podcast, your weekly source for business, leadership, and public practice accounting information.

Kimberly White: Hello and welcome to the CPA Australia podcast. I'm Kimberly White and I am the conference producer at CPA Australia. Our guest today is Suzanne Waldron, a leading expert in leadership and behavioural change. Suzanne has worked with senior leadership teams across Australia focusing on building dynamic and cohesive peer groups and teams. Welcome, Suzanne.

Suzanne Waldron: Thank you Kim. I'm very happy to be here with you.

Kimberly White: It's lovely to have you here.

Suzanne Waldron: Thanks.

Kimberly White: So kicking off one of the questions and to get your views. You have said, "the future of leadership is social intelligence and the lever for positively changing workshop relationships is honing the art of straight talk." Can you expand on this, give us your thoughts behind that statement?

Suzanne Waldron: Absolutely. If you think about our world as it is now, we as a human race are particularly well processed. We go to school and we're told how to do everything and everything is traffic light systems, isn't it? Red foods and orange foods and green foods. There's a lot of social norms and a lot of unconscious bias. And I think what happens is we are literally living 95 percent of the time under a particular rule set or process. And automation, which is already happening, but will continue to escalate, is taking away a lot of the process. And so, social intelligence is going to be what humanity is left with. We're no longer going to be doing task and administrative-type roles.

And my fear for this is that I think there's a 30 year gap, and I think that gap is that in education systems we are spending a lot of time processing kids and we are a result of that as adults. And we're not necessarily spending time in critical reasoning skills, problem ... Like complex problem solving skills. And to be able to think in that way in a non-linear way, but also in a non-process way, we need to be able to lever our relationships and we need to be able to lever our communication skills to be able to communicate this in a social setting and the construct of problem solving through peership and cohesion. And I just don't think we've got that planned for.

Kimberly White: It's going to be certainly interesting and a lot of the things you brought up there ... The process orientation and all the rest of it, that's a framework for a lot of people to make their decisions and to live or lever from. What do you think it's going to mean for the future? I mean, what is it that they're going to need to do as it were?

Suzanne Waldron: If you think about motivational preferences, a lot of people are very motivated. I'll start from the beginning.

Kimberly White: That's a very good place to start.

Suzanne Waldron: It's a good place to start. From the time we are born, to the age that we are now, we have been taking in information through all our senses and literally placing meaning on that data. So through all our senses, we're collecting a lot of information and we literally create our belief systems from that. And you were born in a different time looking at a different point of view to me, and therefore you've created your very own motivational preferences, things that you like the way to do things. And I have done the same. As those motivational preferences are collected and one of them ... There's 52. There's 48 that we can measure, and 1 of them is a process orientation. Now I am not motivated by process. Give me instructions like ... We were talking before. IKEA.

Kimberly White: IKEA.

Suzanne Waldron: It's a perfect example. Please don't make me put IKEA furniture together. It makes me want to cry. But, if you give me a complex problem to solve where I have to take in different options and different information to be able to come to a conclusion, I'm much more motivated by that. And so, we have different preferences as humans. Because of the fact that we are institutionalised often, particularly in the workplace. And there's a good reason for frameworks. There's a good reason for structure, but we are particularly institutionalised to follow sets of rules. And because if you can follow steps, so can a computer. And so, the problem that we're going to face is that if computers can take away process and steps and we don't have the motivational preferences en masse for people to be able to gather information randomly in an ad hoc basis, process is going to be very soon eliminated. But where does that leave the human race if our preferences are mostly driven towards process?

Kimberly White: And it's interesting that you mention IKEA, because there has been a computer, a robot developed to put together IKEA furniture.

Suzanne Waldron: I might love this robot. I haven't met it, but I might love it.

Kimberly White: You might want an introduction. I'm a bit like you. I'm much more keener with the instructions. I find it a challenge to throw the instructions away and see if I can make it look anything like anything on the box.

Suzanne Waldron: That sounds like a party. Much more interesting.

Kimberly White: Social intelligence at the various levels of management, supervisor, manager, executive manager, CEO or Board. How do you see this operating within that? I mean, you've referenced there the various different bits and pieces, but

specifically within levels of management and layers and expectations on the top all the way down.

Suzanne Waldron: That's a great question. I think it looks like global problem solving, so when you're free to think ... So you're not running process through your diary, through your workflows and systems or you're not looking at task-based activities. You are freed up to think, and I think that thinking then moves to, what problems can we solve when we collaborate and come together? And at CEO level, at senior leadership levels, I mean, that's going to be happening more often than not now anyway. Though, imagine a world where a lot of ... It just makes me feel happy just thinking about it. All of the task-based processes that you have everyday are taken away and you've got this opportunity for space, and that space gives you an opportunity to then connect with other people, and when you connect you can talk about problems that are significantly beyond yourself. And then it's a case of, now we know our problem state. How are we going to pool our resources together to be able to change that or to progress it? I think it gives opportunity for people at that level to be able to be freed up to think in that way more.

Kimberly White: There'll be interesting times ahead. That's for sure. One of your primary points of focus that you titled the Gritty Gaps of Change looks at ways leaders relinquish control to generate momentum for change. How so?

Suzanne Waldron: Yes. I think a lot of the time, humans ... And I'm just going to go back to humanity. Humans are very likely to want to protect themselves. And if you think about the R word, restructure, when you think about. Yeah, just gives you quivers just thinking about it. Or you think about all the change that happens in life, in the workplace and even in family situations. We are often in a place where we're trying to stamp down and also a protect our patch, because we get very fearful of what we don't know. And so, when we don't know something we try and hang onto it. And I think in the Gritty Gaps of Change, there's a big opportunity for us to recognise that when we let ourselves grow from something that is changing, we get a different perspective.

So I quite often do exercise with people where they look at something very foveally. So foveal meaning focused. You could even try this ... Not if you're driving.

Kimberly White: In a spare moment.

Suzanne Waldron: Yeah, in a spare moment when you're safe, when you're still. Just focus on something, a light switch or a button or a circle on the wall and just keep your eyes very focused on it for quite some time. Two, three minutes. And then start looking, expanded view, but without moving your eyes. And what happens is you're actually able to expand your view without even moving your eyes and you start to be able to take in more information. And I think sometimes what happens is, when we're so under pressure and we are protecting ourselves in

terms of our own status and our own thoughts, our relationships, our strategies. Quite often what we're doing is we have this foveal vision and we're not allowing information to come in from other places.

But if we can practice being okay with not knowing, sometimes we're going to be able to get more information coming in from that expanded view. I think that's really important so that we can get diversity in our thinking in the way that we approach situations. But it actually comes back to an emotional need and that is to feel safe.

Kimberly White: And it makes it very primeval, almost. In that, that's how humans have developed and have expanded our knowledge. But it comes back to that very emotive sense of self and being safe, which is very ... Well, it's how we've managed to survive so long, I presume.

Suzanne Waldron: Yes.

Kimberly White: How do you prepare an organisation's leadership for implementing change? I mean, there must be ... People themselves are reticent to change. Leaders within organisations must be more so, unless it's done in a very structured way. So how do you work and navigate your way through that? What can be a quagmire, as I'm sure.

Suzanne Waldron: Yeah, I mean there's so many different levels and I think a lot of people take it from a cognitive perspective. We know going through change processes and change steps that are quite transactional, and I take it from a very human perspective. I love a new term that I've coined, which I'm sure has come from somewhere else, but I did think of it myself, I believe, which is peership and I think we spend a lot of time in leadership and not very much time in peership. We forget in senior leadership roles that we're a part of our team. The team that is working alongside us. And quite often I see in senior leadership roles that we have very highly-skilled individuals who are very good at their path, their business. The divisional part of their business. And we forget to cross over. We forget to translate and cross-contextualise between each other and draw on strengths from one another.

So I think one of the major points to your question is actually trusting and having each other's backs, to know that you're actually part of a tribe, and you were a part of a bigger skillset and a bigger intention than just yourself. And to do that, we have to let go of ego. There you go. I said the dirty word. Ego's not always a bad thing. I'm just going to say, look, I've got a pretty high ego in the sense that it's a driver. Ego is driver. It's motivational. It's directional. But when we get into super ego and we get into the place where we're actually operating from fear, again, we come back to protection and over-ownership, and then that place we're not sharing and we're not thinking beyond ourselves. And if we do that, then we're going to shut down again. So I think one of the biggest things about change at the senior level is actually having each other's backs.

Kimberly White: And as an individual providing to the greater good as it were, you have a sense of self, but also you have a role to play. So it's teammanship. It's that sort of peership, as you've coined.

Suzanne Waldron: Absolutely.

Kimberly White: Rather eloquently.

Suzanne Waldron: Thank you. And I'm sure some will say that it was somewhere else.

Kimberly White: I did Google it did seem to exist, it just ... Well, there you are.

Suzanne Waldron: It's my thing.

Kimberly White: Got to start somewhere.

Suzanne Waldron: I know.

Kimberly White: So, trust then is really important in leading change. How does an egotistical or non-egotistical ... How do you actually develop a trust culture? I mean, what is fundamental, do you think, in terms of setting that up?

Suzanne Waldron: I'm going to refer to Stephen Covey, or Stephen R. Covey, Speed of Trust. I don't know if you've read it or not, but I'm going to highly recommend it.

Kimberly White: I think I should already.

Suzanne Waldron: Yeah, please do. He is incredible in a distilling what the sense of trust is in an organisation, and when you have high trust then it doesn't take as long and it doesn't cost as much. And if you have low trust, things take longer and it costs more.

Kimberly White: It's a very eloquent, very good way of putting it.

Suzanne Waldron: It's an equation. You think about the Twin Towers when they were taken down and it cost more to fly and it took longer to get through airport queues because society lost trust. If you think about eBay or online platforms where you want social proof, you're likely to buy from someone more quickly that's got 3200 views that are positive by your peers. And so trust is also broken down into your character and your competence. And he talks a lot about this, and I really subscribe to the fact that trust comes down to doing what you say you're going to do, and just displaying and walking the talk. But it's also about vulnerability. I remember I had this amazing manager. She was incredible. Long time ago now. And all she ever did was tell me what was right about me, which is fabulous for the ego.

Kimberly White: Well, no wonder.

Suzanne Waldron: I know. I know. I'm just like, "Yes, I am sensational." And then after about two years of sensational, I really realised that I needed something more gritty and something more constructive.

Kimberly White: You're sensational, but.

Suzanne Waldron: And I'm like, "Yeah, you keep telling me this but surely there's something not right. I mean, I can't be perfect." I can't be. Well, no, no, no, I'm not. And you see how my ego is really good? And so, I said to her, "Please, could you tell me something constructive? I want to be able to improve." And she genuinely couldn't. And so I started to come up with that. But what happened over that period of time, as much as I respected her, I started to mistrust her, because it can't be 100 percent all of the time. And so, when we are real with one another in the sense that we give both sides of the coin and we're able to have really meaningful conversations, that people like to know where they stand. And so, if you're able to get good communication skills that actually support someone to develop and progress in a direct and compassionate way, that also helps build trust.

But you've also got to be okay at what you do. You can't be terrible at what you do and think you're going to get trust from it. So there's a skillset section, but there's also a character section as well. So I think it's about really being able to hone that and understanding that trust is something that when you have it and you keep working on it ... It's like a muscle and the more you have it ... And you can be forgiven. Quite often. I actually had a situation not so long ago where someone was a bit annoyed with me for not getting back to them, and it's because I actually didn't get the email. And so, we've got a long relationship and she actually got really quite perturbed about me not getting back to her and took it quite personally. I actually said to her in that moment, "I would like to think that our length of our relationship would have overcome the one moment that I didn't do something that met your expectations." And I think, it's really interesting that trust can be taken so critically.

Kimberly White: Exactly. So quickly.

Suzanne Waldron: Yes.

Kimberly White: But it can take a lifetime to earn. I mean, trust is usually earned. You don't usually trust somebody and they have to ... Their behaviours, they have to be such that then mesh with your own values.

Suzanne Waldron: It's about consistency.

Kimberly White: Absolutely. Absolutely.

Suzanne Waldron: And so, it's quite interesting. And this is where I like to think I make presumptions about people that are positive until I'm shown other ways. It's

just who I am. And I think that's a positive intention. Most people come from positive intention.

Kimberly White: Absolutely. Exactly. You're not cynical enough.

Suzanne Waldron: I'm not. I'm not and I won't change it. You can't make me.

Kimberly White: Oh, I'll leave that for another day.

Suzanne Waldron: Love it.

Kimberly White: So what are the results of poor leadership during change?

Suzanne Waldron: Results of poor leadership? I think it's when... you've got a couple of things. There's organisational workflow that doesn't work. So a lot of times people actually think John, for example, mythical John. John isn't doing very well or he's acting funny. A lot of people actually think it's John. But quite often it's not, it's actually the process and the workflow system that he's working within. So people end up often acting out of character or strangely because there's a driver that's coming into that. And so, poor leadership can often mean that systems and workflows are driving the people to their misuse of whatever, or their poor connection with whatever it is they're driving or leading.

So my first instinct is always to look at what's driving the behaviour. Now John could also not be very happy. It might be John, but most of the time it's actually the systems and the processes that drive John to react to something. And when I was in a leadership role a long time ago, I remember I had an analyst team and a leadership team, and they used to fight all the time. I was saying to myself, "How can I get them to work together?" And then I realised it was me, because I have set these drivers in their business units to literally compete with one another. I removed those KPIs and those measures and gave them the same measure that was at more of a meta level. They started problem solving together and working together. So I think a lot of poor leadership actually comes down to the way the organisation is designed and how we set people up to fail or succeed.

And then there's that trust factor and the ability to say what we mean to each other. So really deep connected relationships where you really do feel like you've got each other's backs. So it's a very complicated question, but I do think it comes down to a couple of those areas.

Kimberly White: Absolutely. So rewarding them to work together, or giving them a mutual reward and all the rest of it and that general. Yeah.

Suzanne Waldron: Yeah, and I also think it's about helping skilled people so that they can make good decisions for themselves, and they have autonomy, and they have the avenues in which to get resources that they need. And a lot of reasons that we

don't do that is because we try and put measures in place that give us too much of a construct or a container. So working with a CEO and a CFO, not so long ago, and the CFO said, "Well, we'll just put the policy in place." And I went, "Well, yes, that would contain it. Won't change the behaviour."

So would you prefer someone to make really good decisions because they know what's best for the outcome? Or do you want to put laws in place? And he kind of stopped and went, "Well, that's true, actually." So I thought, would we like to work at the deeper level that gives you a broader connection to the outcome, rather than just putting a container in place? So I think there's some interesting things that we do in organisations that set leaders up to act weird.

Kimberly White: Well, and employees because quite often it can just come back to something quite simple in that the employee wants to be heard, and it may not mean that anything's going change particularly, but they just want to know that they've got a voice.

Suzanne Waldron: Yeah. And I work a lot with people in being how to be assertive within uncertainty. I remember doing some work with a massive organisation where they just didn't know what was going to happen in the next three months, but they needed everybody to know that they didn't know. And so the leadership team went out and they communicated, "We don't know." And everyone went, "Okay, thank you for telling us." And then there was a big sense of relief and everyone felt they knew where they stood.

Kimberly White: Yeah, even though they didn't know where it was.

Suzanne Waldron: No, nobody knew. And they were like, "Thanks!"

Kimberly White: They were all in it together.

Suzanne Waldron: Yes! So this is great. And there was this massive sense of relief and then two months later they got the answer and it was all fine. But in that couple of months that they were in this limbo land, they just knew how to deal with that because they didn't know.

Kimberly White: Exactly. Well, I can understand that it would be difficult working in those sort of situations and just having that clarification. In terms of wrong leadership, as it were, how long can that last? I mean, when do you actually have to take action? And I guess, whose responsibility is it?

Suzanne Waldron: Fabulous question. Wrongly, I'm a bit cutthroat when it comes to these sorts of things. And I mean that in, if I've given everybody exactly the standards that we need to adhere to and I will define what I mean. A standard being the expected behaviour or output and then the KPIs the thing that measures that, and I know I'm being specific, but a lot of people actually forget to set the standards, but they set the KPIs. So we're measuring. What are we measuring? So if that's in



place and we've given everybody the opportunity to actually skill themselves up, then I think if there's toxic environments or there's poor results and we have literally done everything we need to do to help someone progress, it's about trying to find the right role for that person. So I think it depends on what you mean by wrong leadership, but I think it's about behaviour versus performance.

Kimberly White: And a lot of that can be, again, back to trust and trusting themselves, and having confidence and knowing where they're going, and how all that plays out within teams and groups of people. Whether peers or leaders. It's quite a complicated and complex situation.

Suzanne Waldron: And I think we shy away from conflict and we shy away from setting expectations. A lot of people are rallying for themselves, and again, I come back to the protective state. And entitlement, as well. I'm entitled to these things. Again, that's a protective state. And lack of expectations, and I mean as in confused expectations. And so, when you have all those things in play and then you have a person who is trying to develop a leader and isn't able to set the standard for that person, you've got a mixture of results where you've got two people that's just like the blind leading the blind. So I think upfront communication and really clear expectations with standards and then the roadmap on how to achieve those. If all of that has happened and you've really genuinely helped a leader into that space. It's about checking, "Have we got the right role fit here? Or is there even an emotional or behavioural problem that that person needs support with as well?" So I think most people get up in the morning and want to do a good job. So I always think about it quite technically. What isn't in place, or what is mismatched and how can we help that person get into their success?

Kimberly White: You mentioned there avoiding conflict. People don't like conflict, that sort of thing. So having those difficult conversations where you actually approach a problem or a roadblock or whatever it might be, how do you actually give somebody the skills to unlock that conflict? Have that difficult conversation? Are there ways around it?

Suzanne Waldron: Oh yes, thanks for asking. I'm going to be deep and meaningful here. I go straight to the heart.

Kimberly White: Go for it.

Suzanne Waldron: I'm a heartfelt person. I actually think it starts with getting out of your own self. So if you're genuinely wanting someone else to develop and you're genuinely wanting someone to progress, you will find a way to connect to your humanity to their humanity, and use your words with compassion to help them receive a message that needs to be received. Every single time I've ever done that, even though it might be very difficult because I come from a place of love and I do say love. A place of integrity and love. You've got to leave them room for their reactions to process and percolate on their emotions. They always come

around, and they always thank you for telling them what they needed to hear. Because the interesting thing is, is most people know. They either don't want to admit it to themselves, or they needed someone to give them a bit of a nudge and help them in recognising something that they might not have been able to articulate themselves.

Kimberly White: So instead of pretending it's not there, talking about the elephant in the room and naming it, and this is what we need to do and how to overcome it.

Suzanne Waldron: And the how is about connecting to the human connection between you and another person. And the moment you start avoiding conflict because it's about you, then you've lost your reason for being a leader, because it's about connecting with other people's progress and development.

Kimberly White: Thank you.

Suzanne Waldron: You're very welcome.

Kimberly White: You're an ambassador for RUOK. Do you think today's business leaders are focused enough on mental health of their staff?

Suzanne Waldron: I do, actually. I'm really impressed with the significant increase in awareness raising and heartfelt connection to mental health. I think there's a place for the services that support business like EAP, and our community organisations like Beyond Blue and Lifeline, RUOK, places like that. So there's a place for it in the workplace, and there's a place where we can outsource their needs because we're not professionals in the organisation. And more and more I'm actually seeing people connect to talk about and relate to mental health, and I think it's quite pleasing to be able to see that rise.

Kimberly White: I had some work previously with the Australian Drug Foundation, and what's really interesting in the work that they do is that obviously people who use drugs or alcohol or whatever it is, it's because of an issue somewhere else. So their recognition is again, to work closely with people like Beyond Blue, because this is a consequence, therefore we need to get to the heart of it. So the facilities out there I think are so much better than they were 10 years ago. Certainly 20 years ago, where you just don't talk about it. So it's certainly developing in the right way.

Suzanne Waldron: I was speaking at the RUOK conference in Canberra a month or so ago, and the head of PWC stood up. And we were in his venue, and stood up and spoke very much from the heart about why mental health is important to him personally and to his organisation. And I actually caught him at the end of the day and said to him, "We need more men like you saying what you said, because all you showed us was how to connect to ourselves and how to believe in each other. And in this day and age, it's really important to hear that particularly from men,

being the highest suicide rate is from males." And it was just one of those moments where you just want to say, "Thank you."

Kimberly White: Absolutely. And in recognition of what good his voice can do to that understated group of people.

Suzanne Waldron: And I'm seeing it more and more.

Kimberly White: Good.

Suzanne Waldron: Which I'm happy to say.

Kimberly White: Absolutely. It's all moving in the right direction. I'm interested in your views on how you can balance care for the mental health of your workforce in a world of extreme competitiveness where profitability means staying in business or losing your position in the market, those high stress ... Those sort of areas. What's your view?

Suzanne Waldron: So I think it's important to separate emotion from fact in these moments, because you got high pressure, high stakes, potential loss of market, potential loss of status, which means loss of income, and you've got family connection to that. So it's about, "Am I going to be able to feed my family? Am I going to be able to live the lifestyle that I want to lead?" Of course, if you get into a spiral of what that then means to me, which means lack of security, and then I panic, and again, it's that restriction of control where we control change, in that sense. It can often give us that foveal view. So it's about recognising that when you have an emotional issue, separating what the emotion to the fact is. So if I know that I'm reacting to something, I think about the depth of that reaction. Where is that reaction coming from? Why am I having that reaction?

And then if I could put that to one side and understand that that's actually separate. There's something about my entire life of needing security or needing whatever it might be. I'm just making that up. But whatever that might be. I look on the other side and I say, "Okay, well this is the situation I'm dealing with. How do I practically look at the situation?" And when you get coherent decision making skills because you were able to deal with your emotions, then you have coherent decision making skills. You have good problem solving tendencies. So then you start thinking more globally. You start thinking with unique skillsets. You start looking at problems in a way that you wouldn't usually and you have this ability to bring an adaptive and agile thinking skillset.

And so, when we can let the emotion get what it needs and realise where it comes from, we have the ability to practically look after the situation. So I think when we're looking at strategic markets and we're looking at all the strategies that we need to put in play, we actually need to deal with our emotions so we can be freed up to think well and decide well.

Kimberly White: Yes. Usually good decisions aren't made under stress, really are they? Who asks the executives, the leaders experiencing extreme stress, "Are you okay?"

Suzanne Waldron: I should hope their peers. I should hope their families. I should hope somebody on the street if they were seeing someone that didn't look quite right. And I should hope maybe they might ask themselves, as well. But if you could give me a magic wand, I would like it to be their peer group. I would like people to have that connection where they can really see in to one another. We calibrate each other every day as humans. So you and I have only met today so we can't calibrate it other just yet very well. But if I saw you tomorrow and the day after and the day after, I'd start to get a trend of who you are and how you stand, how your voice sounds.

Kimberly White: Absolutely.

Suzanne Waldron: The types of clothes you wear and all those things.

Kimberly White: Exactly. Well, it's interesting. Somebody in my team did calibrate today and she did say to me, "Are you okay? What's the problem?" And it was like, "Well!"

Suzanne Waldron: Well there you go. You've answered your wonderful question.

Kimberly White: I did! I did, but I'm not necessarily ... Anyway, but it is interesting. And I do wholeheartedly agree with you. You each have to have one another's backs. You all have to look out. But I think you can only have that if that is demonstrated from the top, and where you create this culture of collaboration, then you get it back.

Suzanne Waldron: Absolutely.

Kimberly White: And everybody benefits from it.

Suzanne Waldron: Absolutely. And it's funny because it's not always easy to receive the question either. Personally, I've been in a really difficult situation in the last six months that I had to deal with from a personal perspective, and it got to the point where I was on the receiving end of it. Am I okay? And it was a really good lesson because I wasn't. And it was actually really hard to receive the question. So I think it's a two-way street. There's the ability to ask the question and hear the answer, but there's also the ability to receive the question and open up. So I think it's a two-way thing. And so, your demonstration of your question there is beautiful in the fact that it has trust and it had reciprocity.

Kimberly White: Absolutely. I think it's a really interesting time at the moment because I think we're living in ... We've got five generations in the workplace. We've got lots of change happening, robotics and all the rest. AI as we've mentioned. And I think there's this recognition now that actually, work and life balance is really important. But work doesn't stay at work and home doesn't stay at home, and

you have to realise that it's the person that operates between the two and there has to be acceptance that people that come into work are dealing with other things. And it's that general understanding and acceptance as a human being as to how you move forward. And I think you've eloquently put that together and I think it's the way, absolutely, for leaders to go forward. So thank you.

Suzanne Waldron: My pleasure. I don't agree with work-life balance at all. I don't subscribe to it. I think there's life and there's many sections of life. There's health. There's finances. There's career. There's education. There's spirituality, relationships, personal health. There's all sorts of many different things that we are engaged at any given time. And people say, "Have a balanced wheel." I'm like, "No, have a wonky wheel." The reason I say that, because the more you are spending time in one area, you are literally going to provide tension between another area. You can't be driving towards something and have a balanced wheel. So if you're spending more time in career, you're going to have to take from somewhere else. If you're spending more time in education and educating yourself, you're going to have to take from somewhere else. But it's doing it purposefully and doing it within a timeframe and communicating well that's important. And I think if you have a balanced wheel, quite frankly, you're not trying hard enough.

Kimberly White: Suzanne, can you give us an idea where we can find or listeners can find further information on your words of wisdom?

Suzanne Waldron: Oh, lovely. Well, I actually have a straight talk blog on my website, which is at [SuzanneWaldron.com](http://SuzanneWaldron.com), and I think that's the best place to go. And you can find me on LinkedIn too.

Kimberly White: Okay, wonderful. I'm just going to sign off saying that Suzanne is actually going to be joining us at Congress this year and we'll be taking part in London, Melbourne, Perth, and Darwin. So lots of opportunities to get up close and personal with Suzanne. I think that's a beautiful place to end. Thank you.

Suzanne Waldron: You're very welcome.

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